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**EXAMINING THE INFLUENCE OF PERCEIVED
ORGANIZATIONAL SUPPORT, JOB AUTONOMY,
COMMUNICATION AND SELF-EFFICACY ON REMOTE
WORKERS' PERFORMANCE**



**MASTER OF HUMAN RESOURCE MANAGEMENT
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ORGANIZATIONAL SUPPORT, JOB AUTONOMY,
COMMUNICATION AND SELF-EFFICACY ON REMOTE
WORKERS' PERFORMANCE**



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UUM
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Management**



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Abstract

The advancements in technology have open the opportunity towards the implementation of remote working. Remote works is introduced as it can provide positive impacts on both employers and employees simultaneously. Operating costs can be reduced and work-life balance can be enhanced respectively. Nevertheless, the outbreak of Covid-19 pandemic has caused many organizations to adopt remote works. Hence, it is highly important to investigate whether these forced environmental changes in the workplace, especially for the remote workers, as their job performance could be impacted. This study is conducted with the intention to capture factors that might influence remoter workers' performance. The study examines the direct relationship between perceived organizational support, job autonomy, communication, self-efficacy and remote workers' performance. A total of 274 questionnaire were distributed to remote workers after permission was granted by the organization. Response rate was 92.23% where a total of 253 were returned. In this study, hypotheses for direct effect were tested using multiple regression analyses. Results showed that only job autonomy and self-efficacy were found positively related to remote workers' performance. The findings indicate that remote workers' performance can be enhanced by giving them autonomy on how to carry out their task and by increasing their self-efficacy.

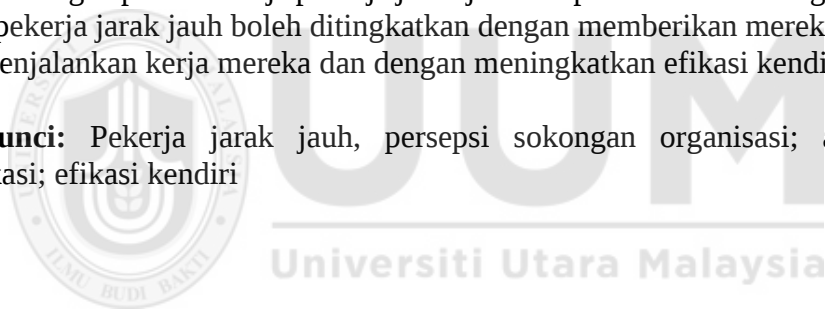
Keywords: Remote workers; perceived organizational support; job autonomy; communication; self-efficacy



Abstrak

Perkembangan terhadap teknologi telah membuka peluang kepada pelaksanaan kerja secara jarak jauh. Kerja secara jarak jauh ini telah diperkenalkan kerana ia boleh memberi impak positif kepada majikan dan pekerja secara serentak. Kos operasi dapat dikurangkan dan keseimbangan antara kerja dan kehidupan dapat ditingkatkan. Malahan, dengan berlakunya pandemik Covid-19 telah menyebabkan banyak organisasi beralih kepada kerja secara jarak jauh. Oleh yang demikian, adalah sangat penting untuk mengkaji samada tekanan daripada persekitaran telah mengubah tempat bekerja terutamanya kepada pekerja jarak jauh yang mana prestasi kerja mereka mungkin menerima kesan. Kajian ini dijalankan dengan harapan untuk mengenal pasti faktor yang mungkin mempengaruhi prestasi kerja pekerja jarak jauh. Kajian ini mengkaji hubungan langsung antara persepsi sokongan organisasi, autonomi kerja, komunikasi, efikasi sendiri dan prestasi kerja pekerja jarak jauh. Sebanyak 274 borang soal selidik telah diedarkan selepas kebenaran diperolehi daripada pihak organisasi. Kadar maklumbalas adalah sebanyak 92.23% di mana sejumlah 253 borang soal selidik telah dikembalikan. Hipotesis ke atas kesan langsung diuji menggunakan analisis regresi berganda. Dapatan kajian menunjukkan bahawa hanya autonomi kerja dan efikasi sendiri sahaja didapati mempunyai hubungan positif yang signifikan dengan prestasi kerja pekerja jarak jauh. Dapatan ini memberi gambaran bahawa prestasi pekerja jarak jauh boleh ditingkatkan dengan memberikan mereka lebih autonomi dalam menjalankan kerja mereka dan dengan meningkatkan efikasi sendiri.

Kata kunci: Pekerja jarak jauh, persepsi sokongan organisasi; autonomi kerja; komunikasi; efikasi sendiri



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CHAPTER 1

INTRODUCTION

1.1 Background of Study

The outbreak of Covid-19, a pandemic that sweeping across the globe has challenged society in unimaginable ways. With the world having to adapt quickly to the new norm of living, the emergence of pandemic has changed a wide variety of our practices in performing daily routines to work and leisure's. According to World Health Organization's recent statement on impact of COVID-19 on people's livelihoods, nearly half of the world's 3.3 billion global workforce are at risk of losing their source of revenues. Before the pandemic, discussions on the future of work-life were unclear and often questioned (Vyas & Butakhieo, 2020). Many businesses are forced to change their operational and management approaches to remain sustainable.

As employees are the key resource of an organization, managing them to support and perform at their best and overcoming the business challenges during this global pandemic situation is the hardest responsibility for every organization. Due to advancements in technology nowadays, one of the alternatives is focused on the openness towards remote work (Kučerová, 2021). In fact, remote works have been introduced before, as it can provide positive impacts on both employers and employees simultaneously, such as saving costs (Craft, 2020) and work-life balance can be enhanced respectively (Sandoval-Reyes et al., 2021). Nevertheless, the outbreak of Covid-19 pandemic has caused the companies to convert the working style into remote works over the past few

years (Vasic, 2020). Hence, it is highly important to investigate whether these forced environmental changes in the workplace, especially for the remote workers, as their job performance could be impacted or vice versa.

In Malaysia, the unprecedented situation of Covid-19 and implementation of Movement Control Order (MCO) has resulted one third of Malaysians in the private sector to work remotely. Although remote working is popular in certain sectors previously, the shift of traditional work set-ups to remote working in smaller organizations is still grey. Many organizations that have adapted this new norm of remote working are struggling to develop effective strategies to sustain the job performance among their remote workers. It is crucial to identify these factors to ensure the engagement and participation of remote workers towards business continuity and sustainability during this pandemic situation. Furthermore, it is needed for both organizations and remote workers to be prepared to do so, as it is main requirement for them to be mentally ready (Eckhardt et al., 2019). As the study on remote working in Malaysia is scarce, this study attempts to explore factors that might influence remote workers' performance.

1.2 Problem Statement

Pandemic Covid-19 situation has resulted in many office-based employees to shift to remote working setups. Although many organizations have adapted to this new working culture, there are many challenges in managing remote workers such as performance management. Managers and supervisor are facing difficulties in managing remote workers performances virtually. Employees have been adversely affected by the psychological

strain and uncertainty brought on by a workplace environment that is continually changing (De-la-Calle-Durán & Rodríguez-Sánchez, 2021). Employee performance is crucial for a company's continued profitability since it helps employees contribute to the achievement of profitability goals (Osborne & Hammoud, 2017; Nguyen & Nguyen, 2020). Employee involvement in their work will boost an organization's performance and results. Companies that invest in employee involvement may anticipate earnings to expand 2.6 times faster than companies with poor employee engagement, according to a Gallup study on employee engagement and performance in over 125 organizations. According to Juan and Yao (2017), these low-engagement businesses saw a 32% reduction in operating income and an 11% decline in growth in earnings per share. Thus, it is very critical for organizations to identify the factors that influence remote workers performances to align with organization's objectives and goal, while remain sustainable during this pandemic situation.

The justification in conducting this study is to address the gap from the previous literature, and the real situation in the study area, which is Bangsar South. To date, there is limited study conducted to understand factors that influence remote worker's performance (Ramakrishnan & Arokiasamy, 2019). Nevertheless, all the recent previous studies were mainly focused at other areas (Ramakrishnan & Arokiasamy, 2019; Osman et al., 2021; Siva et al., 2022; Karatepe et al., 2022). Another justification is made, as there were some previous studies is to determine job autonomy factor affecting the remote workers' job performance except at Bangsar South area (Schall, 2019; Brick et al., 2020; Vui-Yee & Yen-Hwa, 2020; Ismail et al., 2021).

It is realized that the next justification for this study is to find out the communication factor in affecting the job performances among the remote workers. In Bangsar South area, there were no such previous studies conducted, as they were focused on other areas (Tan et al., 2019; Mohite & Kulkarni, 2019; Hashim et al., 2020). Lastly, self-efficacy has been identified as another important factor to affect the job performances among remote workers, as it is said that no such previous studies focused on it too, particularly at Bangsar South area (Rashid et al., 2021; Chong, 2022; Lange & Kayser, 2022).

Hence, this research will focus on the factors that influence remote workers performances in Bangsar South. As there are many factors that influence remote workers job performances, this research paper will focus on organizational support, job autonomy, communication, and self-efficacy. Then, we will analyze the effect of the identified factors on the remote workers job performances.

1.3 Research Questions

Based on the problems discussed above, the central question for this study is “what factors are considered critical in influencing remote workers’ performance?” Specifically,

1. Does perceived organizational support related to remote workers’ performance?
2. Does job autonomy related to remote workers’ performance?
3. Does communication related to remote workers’ performance?
4. Does self-efficacy related to remote workers’ performance?

1.4 Research Objectives

Generally, this study aims to examine factors that related to remote workers' performance. Thus, to answer the research questions posted above, the following research objectives were formulated:

1. To examine the relationship between perceived organizational support and remote workers' performance;
2. To identify the relationship between job autonomy and remote workers' performance;
3. To investigate the relationship between communication and remote workers' performance;
4. To examine the relationship between self-efficacy and remote workers' performance

1.5 Significance of Study

This study is significant in the sense that the empirical findings that emerge from the study can enrich the existing literature on work performance issues especially among the remote workers. The current study may provide with new findings on how perceived organizational support, job autonomy, communication and self-efficacy directly influence remote workers' performance. These might give new insight for scholars on factors that might or might not influence remote workers' performance issues in the organizations.

The empirical findings from this study can also provide practical solutions for practitioners especially the management on how to enhance their remote worker's performance. By understanding how perceived organizational support, job autonomy, communication and self-efficacy could directly influence remote workers' performance, the management can have some guidelines on what kind of initiatives that could be taken to address the issues.

1.6 Scope of Study

This study is conducted with the intention to investigate factors that related remote workers performance. This study is only focused on remote workers from five different organizations who are working in the area of Bangsar South. In this study, four independent variables namely, perceived organizational support, job autonomy, communication and self-efficacy were tested against remote workers' performance. This study is using quantitative approach where data is collected at one point of time (cross sectional study) through distribution of questionnaire. The data collected were analyzed using SPSS (version 27) program for Windows.

1.7 Definition of Key Terms

Employee performance:

Employee performance refers to work quality and quantity that is achieved by the employee in conducting his function in accordance with responsibilities given to him in the organization (Darmawan et al., 2020).

Perceived organizational support:

Perceived organizational support (POS) refers to employee's perceptions regarding the extent to which their employer values their contributions and cares about their well-being (Eisenberger et al., 1986).

Job autonomy:

Job autonomy defines the extent to which employees are given empowerment to be involved in an organization's activities and decision making in respect to the execution of their primary work tasks (Leach et al., 2003).

Communication:

The reduction in face-to-face interactions, the lower frequency and richness of communication between telecommuters and other organization members (Hee et al, 2019)

Self-efficacy:

Self-efficacy is the extent to which people believe they can perform and control their behavior to produce a desired outcome (Bandura, 1997).

Remote Workers:

According to Kraemer (1982), remote working or traditionally known as telework refers to work performed remotely augmented by computer and communications technology. The employees who are assigned to these job designs are known as remote workers / employees.

1.8 Organization of Chapters

This chapter is the first of five chapters in this dissertation. Chapter 2 reviews past literature including the concept of remote performance. The chapter also discusses past studies on factors that might influence remote workers' performance. Chapter 2 continues with a discussion on the propose research framework to be tested in this study. The chapter ends with the development of the research hypotheses.

Chapter 3 describes on the method use in this study such as the research design and procedures. The chapter explains on the selection of respondents, sample types and size, and the development of the questionnaires. The chapter concludes with the description of the strategies and procedures that were used to analyze data collected from the survey.

Chapter 4 reports the findings of the study. There are reports of the descriptive statistical analysis, bivariate correlation analysis, and regressions analysis. The results are presented in numbers of tables to facilitate the interpretation.

Chapter 5, the final chapter, discusses the interpretation of the research findings. The findings are compared to those found in past studies reviewed in Chapter 2. The chapter ends with a discussion on limitations of the study, their implications on the both scholars and practitioners, and some recommendations and suggestions for the future research.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses issues related to employee performance as discussed in past literature. These issues are reviewed to provide theoretical foundation for the study. The discussion in this chapter begins with the concept of employee performance and how it was measured in the past. The discussions continue with the concept perceived organizational support, job autonomy, communication, and self-efficacy. This chapter ends with the research framework and development of the research hypotheses.

2.2 Concept of Employee Performance in General

There are many broad explanations of the concept of employee performance as it is highly related to the expectations, goals and objectives set by an organization. However, in layman term, employee performance is described as the willingness and effort put by an individual in accomplishing the task assigned to their roles. Sinha (2001) as cited in (Naharuddin & Sadegi, 2013) emphasized that employees' performance depends on the preparedness and openness of employees on doing their job. According to Schermerhorn (1989), employee's job performance refers to the quality and quantity accomplished by individuals or groups after fulfilling a task. Nevertheless, a comprehensive evaluation on employee performance towards organizations objective should consist both task

performance and contextual performance (Motowidlo, 2003). The evaluative judgment on an employee's performance is important to identify the extent to which an employee's behaviors has facilitated the attainment of the organizations goal. This approach will enable the management to identify the high performing employees which adheres to organizations policies and principles in performing their job. As remote workers are managed virtually, it is very challenging to define and determine the level of their participation and engagement in work related activities. Thus, organizations are relatively evaluating remote workers based on remote workers efforts put in extra-role performances or contextual performances, such as taking extra responsibilities, helping co-workers and making innovative suggestions (Pawar, 2020). This quality is important as it shapes the organizational, social, and psychological contexts of an individual in performing task and activities (Werner, 2000).

Meanwhile, employee performance can be referred as a multi-component concept (Zahid et al., 2019), as it is able to distinguish the process aspect of performance (Sabuhari et al., 2020) as well as the employee behavioral engagements from an expected outcome of their organization in their daily lives (Arifin et al., 2019). In this regard, employee performance is assumed as the work quality and quantity that is achieved by the employee in conducting his function in accordance with the responsibilities given to him in the organization (Darmawan et al., 2020). Furthermore, the performance is the result or level of success of an employee (Davidescu et al., 2020) when he or she is given certain period to carry out tasks (Adnan, 2019), such as work standards (Juliati, 2021), targets or predetermined criteria that have been mutually agreed upon (Andreas, 2022). Specifically, employee performance is one type of action what the employees do in carrying out the

work done by the organization (Niati et al., 2021), as it always relevant to their job satisfaction as well as the reward given, and then followed by individual skills, abilities and traits too (Baptiste, 2019).

Moreover, employee performance also can be referred as how an employee tends to fulfil his or her job responsibilities, and then execute their required tasks as well (Diamantidis & Chatzoglou, 2018). In this regard, it is assumed as the information, experience, quality, and efficiency the output of the employees in the organization (Taouab & Issar, 2019). Furthermore, employee performance can be named as the productivity generated by the employees, as their efforts made towards the achievement of the desired goals as well (Jena, 2021). Specifically, employee performance of certain organization can be measured through a few dimensions. There are speed and efficiency of the employees (Arifin et al., 2019); quality and depth of the work (Davidescu et al., 2020), and trust and consistency of the employees (Meng & Berger, 2019). Therefore, the greater the performance of employees is, the more success of the organization is.

In terms of the benefits of employee performance in the certain organization, one of them is the successful employees obtain goals (Kim et al., 2018). Particularly, it is considered as the most important factor to allow the employees to achieve the desired goals, as those successful employees always complete their own work on time and able to meet their deadlines well. Conversely, once those employees do not perform well in the organization, as it causes the customers will feel that the organization is not taking interest in their needs, and then will look for different option in the future. Furthermore, another benefit of employee performance is to create a positive work environment (Wei et al., 2018). Under this condition, once the employees do their responsibilities well, then the

morale in the organization goes high. However, for those employees do not perform their job well, then it can cause the working environment perform in a negative way. Next, employee performance also able to measure their growth over time, as the organization always conduct employee evaluations so that they can be assisted and think good about their progress from time to time (Carter et al., 2018). Therefore, this scenario also helps them to set new goals and keeping the energy high in the organization. Last but not least, through the employee performance, a team trend can be set up (Newman & Ford, 2021). With regard to this, when some employees are not performing as requested and expected by their organization, it negatively hampers productivity as well. Hence, the common trends must be identified in which the groups of employees are performing well and succeeding at the same time.

2.3 Past Studies on Employee Performance

There are many empirical research and studies conducted on employee performance. These studies have revealed various factors which influences or has great effect on employee performances in various organizations and business backgrounds. However, these finding are grouped into three main categories namely individual, job related and organizational factors. These factors are further explored into concepts of perceived organizational support, job autonomy, communication, and self-efficacy.

2.3.1 Individual Factors

Individual factors focus on employee himself. In this research paper, the individual factor is focused on the remote workers based in Bangsar South. Individual factors are often associated with the employee's personality and behavior which contributes to the performances at work. Personality characteristics can be used to predict the achievement of career success or others which are related to occupations (Barrick et al., 2003). In the context of job performances, individual factors are also described to be the contribution of an individual which comprises knowledge, experiences, skill, abilities, awareness, values that influences the output or results (Tom & Jones, 2021). In the recent times, one individual holding multiple competing roles within organizations has set a need to identify creative ways to analyze and measure their contributions and work performances (Beehr & Glazer, 2005).

Furthermore, it is crucial to understand that one of the individual factors, which is employee's personality trait in the organization (Tuzovic & Kabadayi, 2020). The employees must possess some important features or traits in their own personality, as it can affect their career path as well. Under this condition, a few significant characteristics are selected such as extraversion, agreeableness, conscientiousness; emotional stability as well as openness to experience or culture is personality traits that can be observed among the employees (Britwum et al., 2022). In particular, the employees with extraversion trait are able to comprehend harsh circumstances as good fortune for them so that they can resolve each hassle with vigorous work constant struggle (Schwaba et al., 2018). Hence, due to extraversion trait, it can influence the job performance among the employees, as its

essential attributes are such as strong-willed, friendly, and active and self-confidence can be showed in the organization (Tunio et al., 2014). Then, another main personality trait, especially for those employees with greater agreeableness can develop superior interpersonal connections with their working environments as soon as possible (Smith et al., 2018). With regard to emotional stability trait, this individual factor also can assist the employee to cope with cultural dissimilarities so that they can possess good relations with other colleagues (Flesia et al., 2020). Last but not least, openness to experience or culture allows the employees are willing to discover things or look forward new information all the time (Hildenbrand et al., 2018). This situation can provide them more job satisfaction and perform well in their job later.

2.3.2 Job Related Factors

Job characteristics has been considered as crucial aspects of “job experience” that need to be further evaluated in understanding its role in predicting job performance (Daniels, 2006; Grant, 2008). Job characteristics are the primary factor that determines work environment and determine how employees perceive their job. Job factors are also described as the nature of tasks associated with that work and how the work is done. Job characteristics has been defined as the job design that results in three psychological states namely meaningfulness of the work performed, responsibility for work outcomes and knowledge of the results of work performed that bring about positive work outcomes (Hackman & Oldham, 1975). Employee performance associated with job related factors are defined as enriched jobs. Enriched jobs lead to higher levels of self-esteem as it allows

employees to exercise self-control in their assigned jobs. Consequently, it would lead to positive cognitive and psychological condition of the incumbent. Past research has proven that there is a relationship between job design and employees' performance. An innovative job design results positive results on employee's behavior and attitudes such as job satisfaction, commitment, involvement, motivation, perception of outcomes, anxiety and stress and job performance (Morgeson et al., 2006).

Furthermore, it is undeniable that employee performance always relevant to job-related factors (Alfandi, 2020). In this regard, job-related factors can be defined as the tactics that are employed by the certain organization to assist their employees so that they can grasp the job or duties better (Mihalache & Mihalache, 2022). Under this condition, through the provision of its structure, formality as well as the feedback, their employees will be exposed to those approaches (Dumaguing, 2022). Specifically, those job-related factors act as the main indicators of employee commitment and their levels of motivation (Ali & Anwar, 2021). Hence, it is supported by the statement (Hayat et al., 2020), as the relationship between motivation and performance is consistent with performance models, concepts as well as the studies simultaneously.

Moreover, another study has revealed that the organization should not only provide their employees with the basic infrastructure (Abualoush et al., 2018), but also the power to make sure their work and responsibilities become more exciting (Topchyan & Woehler, 2021), as the organization plays the role in concentrating the retention work due to employee motivation, advancement opportunities and monetary compensation as well as the remuneration (Jeni & Al-Amin, 2021). The perceptions of employees, especially for the nature of their own responsibilities have a big impact on their job performance (Paais

& Pattiruhu, 2020). Then, job performance, contentment and resignation intentions should be focused, as it is concluded that low-performing employees leave because of a variety of reasons at the time (Li et al., 2019).

2.3.3 Organizational Factors

Organizational factors in managing employee performances are associated with the culture, process, structures and means of communication being practiced within an organization (PMI, 2013). According to Tsai (2011), organizational culture that has been existing in an organization for a long time will influences its employees' attitudes and behavior which has direct impact to the work performances. Chen et al. (2006) who studied the relationship between organizational commitment, communication and job performance found that there was a positive relationship between organizational communication, organizational commitment, and job performance. Rashid et al. (2003) studied 202 managers in Malaysian companies and found that corporate culture and organizational commitment were interrelated, and both had far reaching impacts on the performance. The above literature review reveals that there is some definite relationship exists between organizational factors and employee's job performance.

One of the organizational factors, which are the organizational culture, can be developed to support continuous improvement in employees' performance (Roscoe et al., 2019). In this regard, those employees are able to identify themselves with the values, norms and the need for their organizational culture (Elsbach & Stigliani, 2018). Meanwhile, the employees can learn about the organizational culture, as they decide

whether they can cope with it or not. Therefore, this scenario makes them to understand that organizational culture makes them perform better, as they possess understanding more of performance when they are given certain tasks or work in their organization (Fathi & Derakhsan, 2019). Moreover, the organizational culture is relevant to the employee performance, as their perceived roles are focused that culture can play in generating the organization's competitive advantage (Gürlek & Tuna, 2018). Organizational culture can enhance the performance of the employees if it can be understood (Sabuhari et al., 2020).

Besides, another organizational factor can be organizational structure, as it refers to the lines of authority, reporting and coordination, as well as real and perceived career paths and decision-making authority (Desta & Wakene, 2019). Different types of organizational structures are needed to implement performance management once the proper matching of structure with strategy ready in the organization (Ali et al., 2018). Under this condition, organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as branch department, work group and individuals (Martela, 2019). Hence, those organizational structures show direct impact on the employee performance.

Then, communication can be assumed as another main organizational factor in affecting the employee performance. Communication in the organization is a way to develop a strong culture within the organization so that the goals and objectives can be achieved successfully (Meng & Berger, 2019). Through this kind of communication, every employee can participate to create an effective culture within the organization. With regard to this, employee performance will increase when there is a communication within the organization, as it encourages the employees to perform their tasks well. Furthermore,

effective communication in the organization also promotes trust among the employees, particularly if they are given the opportunities in decision-making, or when they are empowered, this scenario would increase their confidence level gradually, and results in a positive effect on the performance among the employees (Javed et al., 2018).

2.4 Understanding about Remote Working and Remote Workers

Remote working is where workers are allowed to do their job activities from distance or out of work surroundings. There are different kinds of remote working where it depends on how the workers who use it, the place, type of work, the environment, and the purpose of use. There are positive and negative impacts on workers performance by using the remote working which may include information and communication (ICT) had useful effects on more results, minimum physical necessities, less individual monitor over work pace, high concentration, and comparatively low need for communication. The persons who worked at home effectively were found to be extremely self-motivated and self-disciplined and to have abilities which providing them with strength to face distraction. The negative impacts of remote working include pressures of time management, financial pressures or uncertainty, loneliness from lack of colleague contact, separation in the workplace - feeling 'left out', lack of sympathetic from others, difficulty swapping off' at the end of the day and pressure in close relations.

2.5 Concept of Perceived Organizational Support

The company must always encourage its employees so that they feel valued and important members of the team. Employees feel accountable for offering maximal compliance in helping the organization achieve its goals as a result of these favorable conditions and attributes. Employees recognize that they are not just working for the organization, but also contributing to their own personal development, growth, and well-being.

Employees with a high perceived organizational support experience less stress at work and are more likely to return to work sooner after an injury, according to studies, Shaw et al., (2013). Appropriate rewards and recognition for achieving high performance levels are powerful perceived organizational support drivers. Organizations foster an environment in which employees can expect to be rewarded for great performance when rewards and recognition for excellent performance are effectively provided. According to related research, increased organizational support improves organizational commitment and performance while lowering stress and the likelihood of turnover (Cho & Song. 2017).

Employee behavior is influenced by organizational support in terms of job performance (Sadiya & Maimunah, 2016) and have lower turnover rate Lamm (2015). According to a recent study, firms' ability to adopt employee support techniques has a substantial impact on organizational commitment (Edeh & Ugwu, 2019). People with a proactive mentality are usually able to effect positive change in the workplace despite the obstacles and limits they confront. According to Wang et al. (2017), proactive personality refers to the tendency of individuals to take initiatives for establishing a positive

environment especially at workplace. Individual traits such as proactivity, according to previous study, can have a significant impact on how people perceive organizational support and behave (Akgunduz, 2018).

Furthermore, employees' perceptions of organizational support can help to lower work stress (Sulistyan et al., 2019). However, some argue that despite the provision of organizational support, employee work stress has not been reduced (Gokcearlan, 2018). Another study found that job stress is unrelated to perceived organizational support (Garg & Dhar, 2014). In this scenario, the results of previous studies on perceived organizational support, work stress, and employee performance are still inconsistent.

Environmental ties, such as support from coworkers and supervisors, are also important in boosting employee morale and retaining them to continue working for a company. Kundu and Lata (2017) states that, job support such as career development, unit support, top management support, senior workers' support, employee well-being such as employee welfare and work-life balance have a positive relationship and influence on employee retention in the organization.

Ahmad (2014) found that there is a significant positive relationship and influence between Perceived Organizational Support and achievement motivation and life satisfaction in a study conducted at The National Institute of Public Administration (INTAN), a public training center under the Public Service Department (PSD) of Malaysia. As a result, organizations must highlight the importance of perceived organizational support in generating a sense of belonging and acceptability, which leads to performance effectiveness.

It can be concluded that perceived organizational support is the extent to which the organizational support felt by employees for their contribution to the organization and the organization's concern for employee welfare that will affect employee support for the organization. There is an assurance that the organization will maintain job security in the future indicates an indication of the existence of perceived organizational support.

2.6 Concept of Job Autonomy

Job autonomy can be identified as the one of the several core job design characteristics, as others are such as skill variety, task identity, task significance as well as the feedback from the job in the organization (Zhang & Parker, 2019). Furthermore, job autonomy can be integrated with working remotely, as it affects job performance as well (Galanti et al., 2021). Nevertheless, there are a few different definitions of job autonomy (Saifaddin & Hamed, 2020). Specifically, autonomy refers to the degree to which an employee is given substantial freedom, independence as well as discretion while he or she is carrying out a task in the organization (Saragih et al., 2020). Moreover, job autonomy indicates that the employees are given the opportunities to make decision in respect to the execution of their primary work tasks (Cortez & Johnson, 2020). Therefore, job autonomy has been identified as a practice, or a set of practices that includes the delegation of responsibility among the employees down the hierarchy in the organization (Tran et al., 2020).

Remote working is often associated with greater job autonomy. According to Hackman and Oldham (1976), autonomy is defined as “the extent to which employees have

control and discretion for how to conduct their tasks”. Greater job autonomy also generates positive affect on remote working as remote workers has higher level of control over their routine approaches and time management unlike being limited to the 8 to 5 office based working norms. As remote workers have the flexibility in determining their actions and work plans at their discretion, without external interference, they then become intrinsically motivated ((Yoonhyuk, 2011, p. 497).

2.7 Concept of Communication

Communication plays a vital role in engaging remote work force as they have limited physical connections. Often, the shift from the traditional office environment with live interactions with colleagues to home based working norms with virtual communication leads to many psychological and emotional traps. One can feel lonely and left out due to less interactions with team members. However, with the great revolution in the technology and information platforms, virtual communications have been made very interactive with many interesting features. These includes instant, real-time poll in seconds to gather immediate feedback, developing engaging games and activities for virtual meetings as well as the accessibility to join meetings from various devices from any part if the world.

Many organizations have built internal social networks to build a sense of personal community among remote employees and prepare convenient tools to share professional knowledge information. Linkow (2008) has emphasized the need for providing adequate connections to the “office” for remote workers to be a productive member of the virtual team. Access to audio conference features, e-mail, and telephone are crucial, and

communication over these tools must always be as seamless as possible. Although the advancement of technology has created many ways to communicate, some organizations highly believe in live interactions via telephone and video conferencing to avoid misinterpretation of information (Cisco, 2007). The role of managers and supervisors as the mediator between management and remote workers is crucial to deliver expectations and updates on a timely manner. It is believed that a decentralized communication system improves the line manager's ability to manage individual employees by delivery clear goals and objectives (Snell, 2009).

2.8 Concept of Self-efficacy

Albert Bandura (1977) explains the concept of self-efficacy as the level of motivation and behavior which affects the efforts put by an individual in delivering optimized output. An employee with high self-efficacy tends to be preserved in achieving goals by performing at their level best as compared to employees with low self-efficacy. Self-efficacy does have greater influence on how individuals feel about themselves, the level of motivation, task persistence, affective thoughts and actions (Everett, 2010). Bandura (1997) defined self-efficacy as the extent to which people believe they can perform and control their behavior to produce a desired outcome. Thus, individual with high self-efficacy accepts new challenges positively and discover effective ways to overcome the obstacles. Individuals with lower self-efficacy often suffers from burnout, poor stress management and performs at a very minimal level. Self-efficacy is also described as the individual's ability to perform at their level best based on mastery of broad

experiences, vicarious learning, key observations, and great control of emotions. During this time of pandemic, business faces many new challenges and its important to ensure that the remote workers are sustaining with higher level of self-efficacy. This will enable remote workers to stay motivated and encouraged to support their organizations in dealing with new challenges. This feeling would bring positive outlook towards the organization, and encourage remote workers to perform extra-role behaviors, as a result increasing the likelihood of organizational citizenship behaviors (Bateman and Organ, 1983; Miles et al., 2002).

Furthermore, self-efficacy also can be defined as the confidence that an employee possesses in his or her potential so that his or her objectives can be accomplished successfully (Brando-Garrido et al., 2020). Then, self-efficacy indicates the employee's distinctive analysis toward his or her possibility as a particular action can be arranged and executed well later (Fathi & Derakhshan, 2019). At the meantime, self-efficacy also allows the employee to attain a specific work or performance for the work (Granziera & Perera, 2019). The employees with a greater level of self-efficacy in the organization always observe the new situation as their own opportunities, as if they fail in that situation, they also will not feel despair (Markowska & Wiklund, 2020). Thus, this kind of perception assists them to perceive more satisfaction in their job and perform better. With regard to this, self-efficacy has a significant impact on the employees' decision making as well as the performance in their job simultaneously (Doo & Park, 2019).

2.9 Research Framework

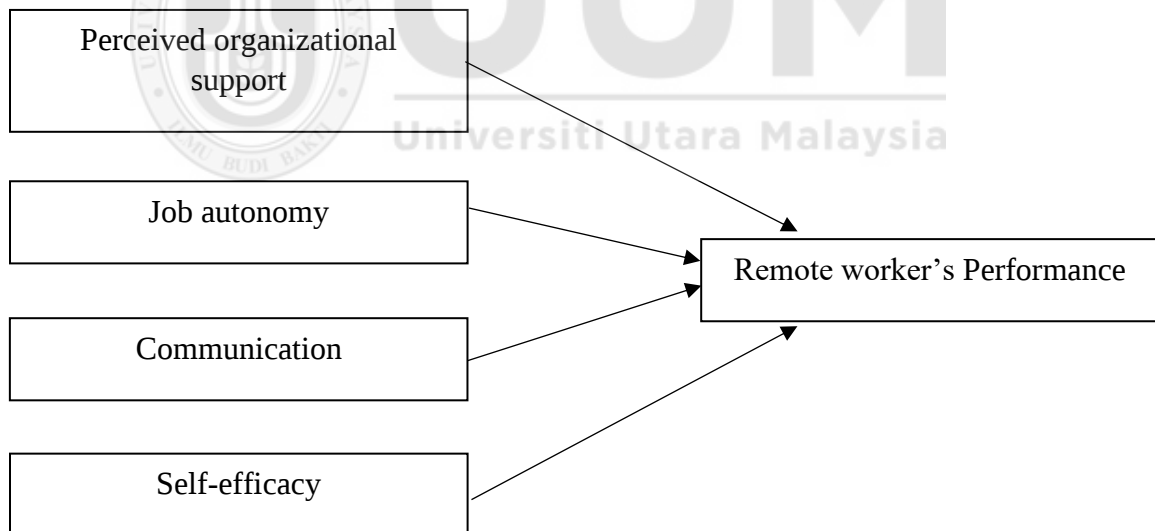
The proposed research framework shown in Figure 2.1 was developed based on the discussion of past literature on employee performance (Daniels, 2006; Grant, 2008; Tuzovic & Kabadayi, 2020). It shows the relationship between perceived organizational support, job autonomy, communication, self-efficacy, and employee performance. In this study, perceived organizational support, job autonomy, communication, and self-efficacy are the independent variables, while employee performance is the dependent variable.

Figure 2.1

Research Framework

Independent variables

Dependent variable



2.10 Development of Hypotheses

2.10.1 Perceived Organizational Support and Employee Performance

Overall, perceived organizational support can be referred as the level which the employees have the feelings that the organization appreciates their responsibilities, works as well as the contribution (Santiago, 2020). Then, their well-being is also taken care after their ideas have been exchanged with the employers in the organization. In this regard, with the higher perceived organizational support from the organization, it will result in better job performance among the employees (Kleine et al., 2019). Furthermore, another study, which is about perceived organizational support has considered different variables, including emotional dimension toward the between perceived organizational support and employee performance (AL-Abrow, 2022).

Meanwhile, it is undeniable that perceived organizational support is related to the employee performance, as it would satisfy their emotional needs through a caring and supportive environment in the organization (Ghasempour et al., 2021). In this regard, employees will be motivated to show their positive-related behaviors while perceived organizational support makes them to feel highly associated with their own organization (Lee, 2021). Hence, perceived organizational support influences the performance of employees indirectly. Under this situation, the organization addresses their need for their employees, as it offers them a sense of belonging as they become emotionally involved and results in their enhanced performance later (Aban et al., 2019). It is concluded that once those employees show increased performance in performing their job responsibilities or required tasks due to perceive a high level of organizational support.

Therefore, the following research hypotheses are proposed:

H1: Perceived organizational support is positively related to employee performance

2.10.2 Job Autonomy and Employee Performance

In this regard, a study has indicated that a positive relationship exists between job autonomy and employee performance (Saifaddin & Hamed, 2020). Particularly, it is realized that the organizations and their management need to be aware of the limitations provided by the job autonomy (Zito et al., 2019). The employees should be aware of the culture in the organization, abilities, skills, strengths as well as the weaknesses they possess. The organization also has to tailor the way it uses job autonomy on those aspects simultaneously. With regard to this, the employees need to focus more on job autonomy's ability, as it will enhance the job performances among the employees in the organization (Parker & Grote, 2022).

There are studies that found consistent and positive association between job autonomy and job performance among the employees (Schall, 2019). With regard to this, employees who report greater job autonomy in conducting their tasks and responsibilities have a better job performance than those who report lower autonomy. Job autonomy is believed to enhance job performance due to their abilities and more resourceful in performing the tasks in the organization (Stofkova & Sukalova, 2020). Therefore, employees are more motivated to play their roles and produce higher job performance. Furthermore, job autonomy can become influencing factor towards job performance among the employees in the organization (Labrague et al., 2019). Under this condition,

more job autonomy is expected to be relevant with greater job performance as the employees have more freedom to determine their efforts and works.

Job autonomy also has been identified as a main factor in enhancing employees' intrinsic motivation, and then their job performance, especially for nurses (Zhou et al., 2019). Then, job autonomy also able to act as another factor to positively impact the job performance for both permanent and temporary's employment simultaneously. For example, a study has been made to examine the effects of job autonomy towards the job performance among the salespersons, as its findings showed that perceived job autonomy is important to job performance among the salesperson from Australia, India and U.S (Hoppner et al., 2021).

Thus, the following hypothesis is proposed:

H2: Job autonomy is positively related to employee performance

2.10.3 Communication and Remote Workers' Performance

Communication is the “life blood” of an organization, as it can be used to allow the employers and employees to share their opinions and statements in the organization (Kuknor, 2019). Meanwhile, another key to create good communication is to allow the employees to understand on how to use various channels properly, as the job performance can be enhanced in the organization (Sanders et al., 2020). Under this condition, employee performance always related to the communication factor, as it is divided into both written and oral types by the employers (Song et al., 2019). The management plays their roles in evaluating and providing feedback on their employees' job performance from time to time.

Many organizations conduct the assessment towards their employees' performance on an annual or quarterly basis so that certain areas can be defined and followed by needed improvement (Grigsby et al., 2021).

Hence, the employer communicates about the work targets or required tasks with their employees should be achieved. Particularly, once the employees experience certain difficulties and need to get the instructions from their organization, they have to communicate with their superiors (Gelles et al., 2020). The good communications between both parties will enhance the job performance among the employees, or vice versa. All communication involved in the implementation of works should be in good way so that the employees can achieve the set goals and complete the required works or responsibilities (Ames et al., 2019). Therefore, the following hypothesis is proposed,

H3: Communication is positively related to employee performance

2.10.4 Self-Efficacy and Remote Worker's Performance

Self-efficacy can be referred as an employee's belief on his or her ability so that a visible appearance would be created, and then affect his or her life in the organization (Ibrahim et al., 2019). Specifically, some employees with good self-efficacy will be able to determine how they think, feel, and motivate themselves through their own behaviors (Latipah et al., 2020). Confidence in their own abilities will enable them to complete tasks, even though they have to encounter difficulties in accomplishing the set goals by their organization. On the contrary, this scenario will cause other employees to be doubtful about

their abilities, and then they will easily get discouraged and do not have commitment in completing the required tasks in the organization (Boeve-De et al., 2022). Hence, there is a relationship between self-efficacy among the employees with their own job performance. Based on the above discussion, the following hypothesis is proposed,

H4: Self-efficacy is positively related to employee performance

2.11 Conclusions

This chapter has presented the discussion on past and existing empirical works in the areas of employee performance, perceived organizational support, job autonomy, communication, and self-efficacy. The chapter has also presented the research framework and the research hypotheses tested in the study. The following chapter, Chapter 3 describes the method of the study.

CHAPTER 3

METHOD

3.1 Introduction

Chapter 3 discusses the methods used in the study. The discussion includes the sample design, survey materials used in this study, procedure for collecting data and the research measures. The chapter concludes with strategies for analyzing the data.

3.2 Research Design

According to Zikmund (2000), research design is the master plan that illustrates methods and procedures used by researchers to collect and analyze the data. Quantitative design is more suitable for this study as it allows the use of statistical-based methods for collecting and analyzing numerical data to comprehend the relationship between variables (Creswell, 2003). Therefore, quantitative research design is adopted as it allows the testing of relationship between perceived organizational support, job autonomy, communication, self-efficacy, and employee performance.

In this study, the unit of analysis is at the individual level (remote workers) and the primary data for the study was collected through distribution of questionnaires. Respondents' perceptions about perceived organizational support, job autonomy, communication and self-efficacy become the basis to understand their influence on

employee performance. Thus, it is reasonable to use individual as a unit of analysis to test all the variables shown in the research framework.

Finally, the study is a cross-sectional, where the data were collected at one point of time. It is simple, less expensive and allows the collection of data in a short period.

3.3 Population and Sampling Design

3.3.1 Population

The study population includes all remote employees who work at five organizations located in Bangsar South. These five organizations are included in the study as they have stated their agreement to participate in the study. The total population for this study is 960. The distribution of remote workers from organizations is shown in Table 3.1.

Table 3.1
Number of Remote Workers

Organizations	Total number of remote workers
Organization A	280
Organization B	210
Organization C	120
Organization D	210
Organization E	140
TOTAL	960

3.3.2 Sampling Size

Zikmund (2003) argued that it is not practicable to collect data from the whole population. Therefore, the researcher needs to do a sampling process in order to determine the sampling size. Sekaran and Bougie (2010) defines sample as a “subset of the population of study”. Therefore, sample size was used to represent the whole of population in this study. Generally, sampling process involved three steps and these include identifying the population, identifying sample size, and choosing the sample. In this study, the total number of the study population is 960. Based on Krejcie and Morgan (1970), if the population is 960, then the suggested sample size would be 274. This means 274 respondents are needed to represent the whole study population.

3.3.3 Sampling Technique

This study used proportionate stratified random sampling technique as way of collecting data. Stratified random sampling refers to segregation of the population into subgroups and a random sampling is taken from every subgroup (Taherdoost, 2016). Subgroups might be formed based on gender, company size, branch, or occupation.

In other writing, Sekaran and Bougie (2013) argued that proportionate stratified sampling technique is suitable for a study that contains stratum that having higher number of organizations to attain greater number of representations. The aim of this technique is to make sure that each stratum is sufficiently represented (Ackoff, 1953). Thus, the technique

is suitable to be applied in this study as it allows each stratum an opportunity to be represented.

Table 3.2 presented the sample size for each of the five organizations involved in this study. The stratum formula adapted from Hayes (2020) as follows is applied in order to achieve the suggested 274 respondents for this study:

$$\text{Sample size for each organization} = (\text{Sample size/ number of population}) \times \text{stratum size}$$

Table 3.2
Sample Size for Each Organization

Organization	Population	Stratum Formula	Sample Size
A	280	$(274/960) \times 280$	80
B	210	$(274/960) \times 210$	60
C	120	$(274/960) \times 120$	34
D	210	$(274/960) \times 210$	60
E	140	$(274/960) \times 140$	40
TOTAL	960		274

3.4 Operational Definitions and Measurements

The discussions on operational definitions and measurements in this study begin with the dependent variable (remote workers' performance) and followed by the independent variable (perceived organizational support, job autonomy, communication, and self-efficacy) in several sections.

3.4.1 Remote Workers' Performance Measures

In this study, remote workers' performance is the dependent variable. It is measured by task performance and is operationalized as the behaviors of employee that contributes to the core transformation and maintenance activities in the organization as specified in the job description (Tsui *et al.*, 1997). It is measured by 11 items adapted from Tsui *et al.*, (1997). Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with their performance.

Table 3.3

Remote Workers' Performance Items

Variable	Operational Definition	Items	Authors
Employee performance	The behaviors of employee that contributes to the core transformation and maintenance activities in the organization as specified in the job description	1 My quantity of work is higher than average	Tsui et al., (1997)
		2 My quality of work is much higher than average	
		3 My efficiency is much higher than average.	
		4 My standard of work quality are higher than average standard for this job	
		5 I strives for higher quality work than required.	
		6 I upholds highest professional standards.	
		7 I have good ability to perform core job task.	

8 I have good judgment
when performing core job
task.

9 I perform my core job
task accurately.

10 I have job knowledge
with reference to core job
task.

11 I am creative when
performing core task.

3.4.2 Perceived Organizational Support Measures

In this study, perceived organizational support is the first independent variable. It is operationalized as perceptions of supportive HR practices (participation in decision making, growth opportunities and fairness of rewards / recognitions) (Perryer et al., 2010). As shown on Table 3.4, perceived organizational support is measured by 10 items adapted from Perryer et al. (2010). Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with perceived organizational support statements.

Table 3.4
Perceived Organizational Support Items

Variable	Items	Authors
Perceived organizational support	1. My organization really cares about my wellbeing	Perryer et al (2010)
	2. My organization values my contribution	
	3. My organization cares about my opinions	
	4. My organization strongly consider my goals and values	
	5. My organization cares about my general satisfaction at work	
	6. My organization is willing to help me when I need a special favor	
	7. My organization takes pride in my accomplishment at work	
	8. My organization shows very little concern for me	
	9. My organization fails to appreciate any extra effort from me	
	10. My organization would fail to understand my absence due to a personal problem	

3.4.3 Job Autonomy

In this study, job autonomy is the second independent variables. It is operationalized as the level or degree of independence and discretion provided to an employee regarding his or her job. Seven items of job autonomy were adapted from Breugh (1999). Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with job autonomy statements.

Table 3.5
Job Autonomy Items

Variable	Items	Authors
Job Autonomy	1. I am allowed to decide how to go about getting my job done (the methods to use)	Breugh (1999)
	2. I am able to choose the way to go about my job (the procedures to utilize)	
	3. I am free to choose the methods to use in carrying out my work	
	4. I have control over the scheduling of my work	
	5. I have some control over the sequencing of my work activities (when I do what)	
	6. My job is such that I can decide when to do particular work activities	
	7. My job allows me to modify the normal way we are evaluated so that I can emphasize some aspects of my job and play down others	

3.4.4 Communication

In this study, communication is the third independent variable. Communication is operationalized as the degree to which employee perceived the presence of open and easy ways of communicating ideas from employees to management and vice versa. As shown on Table 3.5, communication is measured by 6 items adapted from Den Hartog et al (2013).

Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with the communication statements.

Table 3.6
Communication Items

Variables	Items	Authors
Communication	1. My organization provides sufficient amount of information to me	Den Hartog et al. (2013)
	2. The information provided to me by my organization is very useful in discharging my duties	
	3. I understand the information communicated to me by my Head of Department	
	4. My Head of Department share and respond to information in a timely manner	
	5. My Head of Department actively listens to other viewpoints	
	6. My organization utilizes different communication channels	

3.4.5 Self-efficacy

Self-efficacy is the fourth independent variable in this study. It is operationalized as beliefs in one's abilities to mobilize the motivation, courses of action, and cognitive resources needed to achieve a given situational demands (Chen et al., 2001). Self- efficacy is measured by 8 items adopted from New General Self-Efficacy Scale (NGSES) developed and validated by Chen et al (2001) and has recorded internal consistency of .86 and .90. Several studies have also reported that the scale has adequate internal consistency

ranging from .83 to .89 (Viana, 2014; Raub & Liao, 2012). Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with self-efficacy statement.

Table 3.7
Self-efficacy Items

Variable	Dimensions	Operational definition	Items	Authors
Self- efficacy	Uni-dimension	Self-efficacy is operationalized as beliefs in one's abilities to mobilize the motivation, courses of action, and cognitive resources needed to achieve a given situational demands.	1. I will be able to achieve most of the goals that I have set for myself. 2. When facing difficult tasks, I am certain that I will accomplish them. 3. In general, I think that I can obtain outcomes that are important to me. 4. I believe I can succeed at most any endeavor to which I set my mind. 5. I will be able to successfully overcome many challenges. 6. I am confident that I can perform effectively on many different tasks. 7. Compared to other people, I can do most tasks very well. 8. Even when things are tough, I can perform quite well.	Chen <i>et al.</i> , (2001)

3.5 Layout of the Questionnaire

The questionnaire for this study was prepared in English. Each respondent received nine pages questionnaires (with cover letter attached); which consists of three sections and one demographic section. The questionnaire used in this study is shown in Appendix A.

Section 1 asked about the employee performance and there are eleven items. Section 2 consists of ten items of perceived organizational support and Section 3 consist of seven items that asked about job autonomy. In section 4, there is six items that asked about communication. While section 5 asked about self-efficacy and there are eight items.

The last section, Section 6 is the demographic variables. Demographic variables have also been measured for descriptive and control purposes. It includes the respondent's gender, age, marital status, highest education qualification, total of monthly salary received, number of years with the current organization, number of years with current position and position grade.

3.6 Data Collection Procedures

3.6.1 Pilot Study

Pilot study is conducted to predict the reasonable sample size, to test the consistency and stability of the data and to help the researcher to take all the necessary modification related to study onwards. Also, as an attempt to check for validity and reliability of the questionnaire in order to gain a quality of the research results.

As for this study, the pilot study was conducted on with 30 employees who are not involved with the actual data collection. According to Sekaran (2003), the closer the reliability to 1.00, the better it would be. As shown in Table 3.7, all variables have satisfactory reliability values ranging from .86 to .89. Apart from that, there were no changes required to the questionnaire.

Table 3.8

Cronbach's Alpha for Each Research Measures from the Pilot test (n=30)

Variables	No. of Items	Cronbach's Alpha
Remote workers' performance	11	.86
Perceived organizational support	10	.86
Job autonomy	7	.89
Communication	6	.88
Self-efficacy	8	.89

3.6.2 Actual Data Collection

The actual data collection begins once approval from the organization was granted. The survey questions were administered on-site. Each respondent was given a day to complete the questionnaire and was assured that all the information given will remain confidential at all times and will be used for the study only. They were not required to identify themselves in that they did not have to put their names on the questionnaire. More time was given to those who could not complete the forms in one day if they wished. For respondents who were not able to fill out the questionnaire within a day, a follow-up

reminder was used to remind respondents about returning the questionnaire. The data collection process began in mid-January 2023.

3.7 Technique of Data Analysis

Data collected through the survey were analyzed using SPSS (version 27) program for Windows. Prior to primary analyses, the data were examined for data entry accuracy, outliers, and distributional properties.

3.7.1 Descriptive Analysis

According to Sekaran (2003), descriptive analysis is a method that describe the basic features of the data in the research and these include the minimum, maximum, mean, and standard deviation of a sample. These categories of data help the researcher to summarize the variables of interest and provide a quick summary of the demographic characteristics of respondents participated in this study. The main reason is to ensure that the respondents in this study represent the demographic characteristics of the whole population. Among the demographic characteristics asked in the questionnaire include gender, age, marital status, highest education qualification, monthly salary, years with present organization, level of position with present organization, and years with present organization

3.7.2 Correlation Analysis

As suggested by Pallant and Manual (2001), correlation analysis can be utilized to test the strength and direction of the linear relationship between two variables. The correlation's degree is tested to indicate the relationship between two variables; dependent and independent variable.

As for this study, Pearson Correlation is used to determine the relationship between employee performance, perceived organizational support, job autonomy, communication, and self-efficacy. The value of positive and negative sign indicates whether there is a positive correlation (when one variable increases, the other variable also increases) or a negative correlation (when one variable increases, the other variable decreases) among the variables tested in this study. A correlation of 0 indicates no relationship between the two variables. However, a perfect correlation of 1 or -1 indicates that the value of one variable can be determined exactly the value of the other variable. As mentioned by Muchinsky (1993) the more closely the measure to +1, the more significant the relationship (Please refer to Table 3.8).

Table 3.9
Strength and Direction of the Coefficient of Correlation

Value of Coefficient	Relation between variables
0.0 – 0.30	Very Low Relationship
0.30 – 0.50	Low Relationship
0.50 – 0.70	High Relationship
0.70 – 1.00	Very High Relationship

3.7.3 Regression Analysis

Multiple regression is one of the statistical techniques that can be used to analyze the relationship between a single dependent (criterion) variable and several independent (predictor) variables. In other words, it can estimate the relationship among variables. Sekaran (2003) argued that multiple regression analysis used the independent variable whose values are known to predict the single dependent value selected by the researcher. Therefore, these values could provide information and determine the predictive power on the independent variables towards dependent variable. In addition, this analysis may forecast future outcomes.

As in this study, multiple regression is conducted to determine the relationship between independent variables (perceived organizational support, job autonomy, communication and self-efficacy) towards the dependent variable (employee performance).

3.8 Conclusion

This chapter has described the research method and strategy for this study. It explained about the selection of the respondents, development of the questionnaire, the research materials, and the survey procedures. This chapter also explained the adoption of several analyses such as correlation and regression analysis to test the propose research hypotheses. The results of the study are reported in Chapter 4.

CHAPTER 4

FINDINGS

4.1 Introduction

Chapter 4 reports results of the study. This chapter starts by reporting the response rate and the demographic characteristics of the participants. It then continues with presenting the data screening process and the results of the correlation analysis. The chapter ending with a discussion on multiple regression analysis.

4.2 Response Rate

As mentioned in Chapter 3, data for this study was collected through questionnaire. A total of 274 questionnaires were distributed mid-January 2023. Respondents were given two weeks to complete the questionnaires. After the two weeks period, researcher collected the questionnaires and only 253 questionnaires were returned and usable for further analysis. The summary of respondents' response rate is shown in Table 4.1.

Table 4.1
Respondents' Response Rate

Organization	Total survey distributed	Total survey received	Percentage survey received (%)
A	80	79	92.94%
B	60	61	96.82%
C	34	29	90.62%
D	60	57	87.69%
E	40	27	93.10%
TOTAL	274	253	92.23

4.3 Demographic Characteristics of the Participants

Table 4.2 presents the detailed descriptive statistics of the participants' demographic characteristics. It is noted that 67.59% or 171 from the 253 participants was female. Most of the respondents were between 31 and 35 years old. Out of 253 participants, 55.73% were single. Result shown that, most of the participants (68.38%) were holding a First Degree. Most participants (42.29%) in this survey received monthly income more than RM4500. Most of the participants have been working in their current organizations within 1-3 years (44.66%) and majority participants in this survey are from the mid-level of their organization management (52.17%). In terms of number of years with present position, majority of the respondents (52.17%) have been with their position between 4-5 years.

Table 4.2*Demographic Characteristics of the Participants (n= 253)*

Descriptive	Frequencies	(%)
Gender		
Male	82	32.41
Female	171	67.59
Age		
23-25	21	8.30
26-30	67	26.48
31-35	86	33.99
36-40	43	17.00
41-45	31	12.25
Above 46	5	1.98
Marital Status		
Single	141	55.73
Married	104	41.11
Divorced	8	3.16
Highest Education Qualification		
Secondary School	0	0.00
Certificate / Diploma	19	7.51
Degree	173	68.38
Master Degree	54	21.34
PhD	7	2.77
Monthly Salary		
Less than RM2500	13	5.14
RM2501 – RM3500	62	24.51
RM3501 – RM4500	71	28.06
More than RM4501	107	42.29

Years with Present Organization

Less than 1 year	13	5.14
1 - 3 Years	113	44.66
4 - 6 Years	41	16.21
More than 6 Years	86	33.99

My Level of Position with Present Organization

Entry Level / Fresh Graduate	35	13.83
Junior Level	97	38.34
Mid Level	53	20.95
Senior Level	68	26.88

Years with Present Job Position

Less than 1 year	27	10.67
1 - 3 Years	33	13.04
4 - 5 Years	132	52.17
More than 5 Years	61	24.11

4.4 Correlation Analysis

Table 4.3 shows the summary of means, standard deviations, and Pearson Correlations of all variables for all 253 respondents that participated in this study. The internal consistency reliabilities (Cronbach's Alpha) of the research measures are reported in parenthesis along the diagonal of the correlation table. As shown in Table 4.3, the Cronbach's alpha for employee performance was .903. While, for the perceived organizational support, the Cronbach's alpha has satisfactory reliability values of .760. The

Cronbach's alpha for the job autonomy, communication and self-efficacy are .736, .684, and .831 respectively.

Table 4.3 revealed significant positive relationships between all the variables and employee performance, with correlation coefficients between .858 and .982. These results indicate that participants who report higher perceived organizational support, job autonomy, communication and self-efficacy tend to report higher work performance.



Table 4.3
Descriptive Statistics and Correlations of Variables

Variables	N	Mean	Std. Dev	1	2	3	4	5
1. Perceived organizational support	253	2.39	.209	(.760)				
2. Job autonomy	253	2.39	.214	.933**	(.736)			
3. Communication	253	2.05	.176	.994**	.927**	(.684)		
4. Self-efficacy	253	2.78	.259	.933**	.869**	.914**	(.831)	
5. Employee performance	253	3.83	.388	.907	.858**	.886**	.982**	(.903)

*Correlation is significant at the 0.05 level (2-tailed).

**Correlation is significant at the 0.01 level (2-tailed).

4.5 Multiple Regression Analysis

As shown in Table 4.4, 96.8% ($R^2 = .968$, $F = 1846.35$, $p < .01$) of the variance in employee performance was significantly explained by perceived organizational support, job autonomy, communication, and self-efficacy. In the model, perceived organizational support and communication were found not related to employee performance. While job autonomy ($\beta = 0.15$, $p < 0.05$) and self-efficacy ($\beta = 0.48$, $p < 0.01$) were positively related to employee performance. Therefore, only Hypotheses 2 and 4 were supported. The results suggest that employee performance among remote employees tends to increase when they have job autonomy and self-efficacy.

Table 4.4
Regression Results of Perceived Organizational Support, Job Autonomy, Communication, and Self-efficacy on Remoter Workers' Performance

Independent Variables	Dependent Variable (Remote Workers' Performance) (Standardized coefficient) Beta	t	Significant (p)	Collinearity Statistics	
				Tolerance	VIF
Perceived organizational support	-0.021	-0.159	.873	.008	126.433
Job autonomy	0.109	3.446	.001*	.130	7.675
Communication	-0.143	-1.284	.200	.011	94.285
Self-efficacy	1.037	40.644	.000**	.114	8.741
F Value	1846.353				
R ²	.968				
Adjusted R ²	.967				
Durbin Watson	1.505				

Note. * $p < 0.05$, ** $p < 0.01$

In short, the analysis techniques used in this study such as multiple regression, have able to answer the research objectives and test the proposed hypotheses. Table 4.16 presents the summary of the hypotheses testing.

Table 4.5
Summary of Hypotheses Testing

Hypotheses	Statement	Findings
H1	Perceived organizational support is positively related to employee performance	Not Supported
H2	Job autonomy is positively related to employee performance	Supported
H3	Communication is positively related to employee performance	Not Supported
H4	Self-efficacy is positively related to employee performance	Supported

4.6 Conclusion

This chapter described the demographic characteristics of the 253 respondents and the result of correlation and regression analysis. The results indicate that job autonomy and self-efficacy are positively significantly related to remote workers' performance. Further discussion, research implications, limitations and direction of future research are discussed in chapter 5.

CHAPTER 5

DISCUSSIONS, RECOMMENDATIONS, CONCLUSIONS

5.1 Introduction

This chapter discusses the findings of the study in light of the literature reviewed on employee performance and the hypotheses developed in Chapter 2. The study elaborates and extends prior research on remote workers' performance. The findings, as presented in Chapter 4, are discussed in the sections below. There are several contributions that can be drawn from the study.

5.2 Summary of Research

The main aim of this study is to examine the relationship between perceived organizational support, job autonomy, communication, self-efficacy, and remote workers' performance. Multiple regressions analysis was conducted to test hypotheses 1, 2, 3, and 4 which is to test the direct relationship between perceived organizational support, job autonomy, communication, self-efficacy, and remote workers' performance. The results showed that both perceived organizational support and communication were not related to remote workers' performance. Only job autonomy and self-efficacy were found positively related to remote workers' performance.

5.3 Discussions on the Research Findings

5.3.1 Relationship between Perceived Organizational Support and Employee Performance

It was hypothesized that perceived organizational support would positively relate to performance of remote workers. In other words, the higher the remote employees perceived organizational support, the higher would be their performance. However, results from the current study indicate the opposite even though in the past study, perceived organizational support was found positively correlated (e.g., Tomic & Tomic, 2011) but they are not among the remote workers.

One possible explanation why perceived organizational support are not related to performance among remote workers in this study may be due to the fact that during their work hours, remote workers need to manage on their own. Since they are not working physically in the office, they did not directly see the kind of support given by their organization.

5.3.2 Relationship between Job Autonomy and Remote Workers' Performance

As expected, job autonomy was found positively related to remote workers' performance. The current findings provide support for past studies such as Saifaddin and Hamed (2020) and Schall (2019). In this study, job autonomy refers to the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out. In this

study, the current findings indicate that job performance of those remote workers tend to be better when they are given the autonomy to manage their own work. This is to indicate how much trust been given by the management to them in delivering the given task. Besides, management need to trust their work when they decide to allow their employees to work remotely and if not, it will create stress and make the employees unhappy.

5.3.3 Relationship between Communication and Remote Workers' Performance

It was hypothesized that communication would have a positive relationship towards remote workers' performance. In other words, communication plays a vital role in engaging remote workers as they have limited physical connections. However, the current findings showed the opposite. Interestingly, the findings indicate that job performance of those who work remotely does not heavily depend on the communication aspect. One possible explanation for this might be due to the fact that in the current study the respondents are able to work independently with minimal communication and supervision with their supervisor. Since, the questions asked are more related to the information given by their organization, this might not really relate to their daily work. The respondents might communicate more with their colleagues to coordinate their work.

5.3.4 Relationship between Self-efficacy and Remote Workers' Performance

In this study, self-efficacy refers to the extent which people believe they can perform and control their behavior to produce a desired outcome. Therefore, it is not

surprising to find self-efficacy positively related to performance especially those who work remotely. Working remotely requires a person to be extremely self-motivated and self-disciplined and to have abilities to work independently. Therefore, by believing that a person can perform on their own and control their behavior in achieving the desired performance is very important. This study provides support for previous studies ((Boeve-De et al., 2022; Ibrahim et al., 2019).

5.4 Research Implications

5.4.1 Implication for Theory

The current findings have contributed to the current body of knowledge on employee performance. Findings from the current study have given empirical evidence on the relationship between perceived organizational support, job autonomy, communication, and self-efficacy on remote employees' performance. The current findings empirically showed that job autonomy and self-efficacy contribute to the enhancement of performance for those who work remotely.

5.4.2 Implications for Practice

The current research findings have several implications for management of the organization. The results demonstrate that in order to enhance job performance among remote employees, they must be given autonomy on how to handle their work. At the same time, management also can motivate their employees in handling the task by boosting their self-efficacy. Therefore, management needs to continually giving autonomy, and

performance feedback to their employees especially one that related to work if they would like to have high performance employees. This can be done through continually giving freedom to the employees in deciding on how to perform and organize their task and on how to achieve the targeted goal set by the management. Apart from that, the management can also continue giving constructive and objective performance feedback that can boost the employee self-efficacy.

5.5 Limitations and Directions for Future Study

There are limitations in the design of this study that might influence the interpretations and generalizations of these findings. First, the study aimed at understanding the influence of perceived organizational support, job autonomy, communication, and self-efficacy on remote employees' performance. However, the study was conducted on organization at Bangsar South. Thus, the findings only captured perceptions of employees from regarding factors that might influence their job performance. Therefore, there is a need for future research to extend the exploration of the influence of perceived organizational support, job autonomy, communication, and self-efficacy on other organizations which might offers greater understanding on the issues of remote employees' performance. Apart from that, the study only tested four variables in a direct relationship. Future study might want to include other variables and can add mediating or moderating variables.

In short, though there are some limitations associated with the approach used in this study and given the exploratory nature of the study, the results of this study provide useful findings that should be of interest both researchers and practitioners.

5.6 Conclusions

The aim of this study was to investigate factors that might relate to employees' work engagement. The main concern of this study is the role of job demand and job resources on work engagement. The results indicate that only job autonomy and self-efficacy were related to remote employees' performance. It is hoped that through the examination of perceived organizational support, job autonomy, communication, and self-efficacy in predicting remote employee performance, a more complete understanding of the influence of these factors will be achieved.

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SURVEY MATERIALS



UUM
Universiti Utara Malaysia



A STUDY ON REMOTE EMPLOYEES' PERFORMANCE

Dear Participant,

Thank you for agreeing to participate in this research.

I would appreciate it if you could answer the questions carefully as the information you provide will influence the accuracy and the success of this research. It will take no longer than 30 minutes to complete the questionnaire. All answers will be treated with strict confidence and will be used for the purpose of the study only.

If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours sincerely,

Hema A/P Rajoo

Master Candidate

School of Business Management

Universiti Utara Malaysia

HP: 0193655233

SECTION ONE

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by ***circling*** the ***number*** in the range given.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My quantity of work is higher than average	1	2	3	4	5
2. My quality of work is much higher than average	1	2	3	4	5
3. My efficiency is much higher than average	1	2	3	4	5
4. My standard of work quality is higher than average standard for this job	1	2	3	4	5
5. I strive for higher quality work than required	1	2	3	4	5
6. I uphold highest professional standards	1	2	3	4	5
7. I have good ability to perform core job task	1	2	3	4	5
8. I have good judgment when performing core job task	1	2	3	4	5
9. I perform my core job task accurately	1	2	3	4	5
10. I have job knowledge with reference to core job task	1	2	3	4	5
11. I am creative when performing core task	1	2	3	4	5

SECTION TWO

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by **circling** the **number** in the range given.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My organization really cares about my well being	1	2	3	4	5
2. My organization values my contribution	1	2	3	4	5
3. My organization cares about my opinions	1	2	3	4	5
4. My organization strongly consider my goals and values	1	2	3	4	5
5. My organization cares about my general satisfaction at work	1	2	3	4	5
6. My organization is willing to help me when I need a special favor	1	2	3	4	5
7. My organization takes pride in my accomplishment at work	1	2	3	4	5
8. My organization shows very little concern for me	1	2	3	4	5
9. My organization fails to appreciate any extra effort from me	1	2	3	4	5
10. My organization would fail to understand my absence due to personal problem	1	2	3	4	5

SECTION THREE

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by **circling** the **number** in the range given.

	Strongly Disagree	Disagree	Neutral	Agree	Stronly Agree
1. I am allowed to decide how to go about getting my job done (the methods to use)	1	2	3	4	5
2. I am able to choose the way to go about my job (the procedures to utilize)	1	2	3	4	5
3. I am free to choose the methods to use in carrying out my work	1	2	3	4	5
4. I have control over the scheduling of my work	1	2	3	4	5
5. I have some control over the sequencing of my work activities (when I do what)	1	2	3	4	5
6. My job is such that I can decide when to do particular work activities	1	2	3	4	5
7. My job allows me to modify the normal way we are evaluated so that I can emphasize some aspects of my job and play down others	1	2	3	4	5

SECTION FOUR

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by ***circling*** the ***number*** in the range given.

	Strongly Disagree	Disagree	Neutral	Agree	Stronly Agree
1. My organization provides sufficient amount of information to me	1	2	3	4	5
2. The information provided to me by my organization is very useful in discharging my duties	1	2	3	4	5
3. I understand the information communicated to me by my Head of Department	1	2	3	4	5
4. My Head of Department share and respond to information in a timely manner	1	2	3	4	5
5. My Head of Department actively listens to other viewpoints	1	2	3	4	5
6. My organization utilizes different communication channels	1	2	3	4	5

SECTION FIVE

DIRECTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by ***circling*** the ***number*** in the range given.

	Strongly Disagree	Disagree	Neutral	Agree	Stronly Agree
1. I will be able to achieve most of the goals that I have set for myself	1	2	3	4	5
2. When facing difficult tasks, I am certain that I will accomplish them	1	2	3	4	5
3. In general, I think that I can obtain outcomes that are important to me	1	2	3	4	5
4. I will be able to successfully overcome many challenges	1	2	3	4	5
5. I believe I can succeed at most any endeavor to which I set my mind	1	2	3	4	5
6. I am confident that I can perform effectively on many different tasks	1	2	3	4	5
7. Compared to other people, I can do most tasks very well	1	2	3	4	5
8. Even when things are tough, I can perform quite well	1	2	3	4	5

DEMOGRAPHIC INFORMATION

This part contains few demographic information pertaining to yourself. **Please tick (✓)** in the box or write your response in the space provided

1. My gender:

☐

Male

☐

Female

2. My age:

Please specify: _____ years old.

3. My marital status:

☐

Single

☐

Married

☐

Divorced / Separated / Widowed

4. My highest academic qualification:

☐

Secondary School

☐

Certificate / Diploma

☐

First Degree

☐

Master's Degree

☐

Doctorate Degree (PhD)

5. My current monthly salary:

☐

Below MYR 2500

☐

MYR 2501 – MYR 3500

☐

MYR 3501 – MYR 4500

☐

Above MYR 4500

6. Number of years with present organization:

☐

Less than a year

☐

4 – 6 years

☐

1 – 3 years

☐

More than 6 years

7. My level of position with present organization:

☐

Entry Level / Fresh Graduate

☐

Mid Level

☐

Junior Level

☐

Senior level

8. Number of remote working experiences in years:

☐

Less than a year

☐

3 - 5 years

☐

1 - 2 years

☐

More than 5 years

--THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY--

